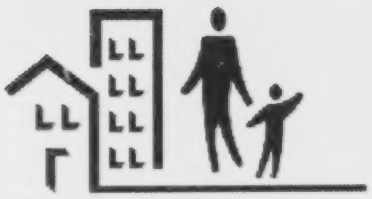
SERVICE DELIVERY PLAN

April 1, 2004 – March 31, 2007



PUBLIC GUARDIAN
AND TRUSTEE OF
BRITISH COLUMBIA

To: The Honourable Geoff Plant
Attorney General

Pursuant to s.22 (3) of the *Public Guardian and Trustee Act*, I have the honour of delivering the Service Delivery Plan for the Public Guardian and Trustee of British Columbia.

This plan covers the period April 1, 2004 to March 31, 2007.

Public Guardian and Trustee of BC _____ Date _____

To: Jay Chalke
Public Guardian and Trustee

Pursuant to s.22 (1) of the *Public Guardian and Trustee Act,* I approve the attached Service Delivery Plan for the Public Guardian and Trustee of British Columbia.

Attorney General _____ Date _____

Pursuant to s.22 (3) of the *Public Guardian and Trustee Act*, the attached Service Delivery Plan for the Public Guardian and Trustee of British Columbia has been approved by Treasury Board.

Chair of Treasury Board _____ Date _____

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I. INTRODUCTION

The 2004 – 2007 Service Delivery Plan (SDP) is the fourth 3-year-SDP developed by the Public Guardian and Trustee of British Columbia (PGT). It is submitted in fulfillment of the requirements of section 22 of the *Public Guardian and Trustee Act*. Section 22 requires that the PGT prepare a service delivery plan for the approval of the Attorney General by December 31st of each year.

Included in this plan is a brief overview of the office of the Public Guardian and Trustee and a description of the services provided. This is followed by an outline of the 2004 – 2007 plan including a summary of the factors that can foreseeably enhance or constrain its achievement; a detailed table of the goals, objectives and performance measures contained in the plan; and a summary of the PGT's financial projections related to meeting its SDP goals over the next three years.

The entire SDP is underpinned by a "Vision" of how the PGT sees services unfolding over the years 2004 – 2007. This Vision is set out in Appendix A.

II. THE OFFICE OF THE PUBLIC GUARDIAN AND TRUSTEE

A. MANDATE

The Public Guardian and Trustee is a corporation sole established under the *Public Guardian and Trustee Act*. The current office holder is Jay Chalke, appointed by the Lieutenant Governor in Council to a six-year term beginning February 28, 2000.

The PGT's mandate is to serve:

- children and youth under the age of 19 by protecting their legal and financial interests
- adults who require assistance in decision making through protection of their legal rights, financial interests and personal care interests and
- heirs and beneficiaries of deceased persons when there is no one else willing or able to administer their estates and the estates of missing persons.

The PGT provides services through 212 full-time equivalent employees to approximately 26,000 clients and administers just under $600 million of trust assets.

B. VALUES

Six major values underpin the work of the PGT and are reflected in all aspects of PGT performance:

1) Client-centered service: Clients are at the center of PGT services and the PGT strives to ensure that services are individualized, equitable and accessible.

2) Respect: In dealing with clients and their families, the PGT honours the principles of self-determination and autonomy.

3) Innovation: Staff members are encouraged to be innovative in designing support services that are the least restrictive and intrusive as possible. Court processes are used as a last resort.

4) Teamwork: Staff members work in partnerships with families, other service providers and each other to provide effective and efficient service delivery.

5) Openness: Annual public reporting on all aspects of PGT performance, as required by the *Public Guardian and Trustee Act*, ensures accountability to clients, government and the public.

6) Staff support: Staff members are acknowledged to be the PGT's greatest resource. They are recognized and appreciated for their expertise and professionalism as well as their teamwork and consultation skills. The PGT is committed to the on-going development and training of its staff members.

C. ACCOUNTABILITY

The PGT is accountable through the Attorney General to the government and the legislature for the conduct of the corporation. Each year by December 31st, the PGT must submit a three-year Service Delivery Plan for approval by the Attorney General and Treasury Board. In addition, the PGT must report on its performance under the Service Delivery Plan by September 30th and present this as part of its Annual Report. The Annual Report includes financial statements audited by the Auditor General and a statement by the Auditor General on the PGT's performance report. The Attorney General is required by statute to table the Annual Report in the Legislature.

The PGT is accountable to the courts and/or the Ombudsman for the legal and administrative decisions made in the course of performing its duties. As the majority of PGT services are mandated by statute and many functions are fiduciary in nature the courts have far reaching review powers. The Ombudsman can review decisions made by the PGT in the course of the administration of client affairs and make recommendations to the PGT and the legislature concerning those decisions.

D. PROGRAM AREAS

The PGT provides services to clients through three program areas: Child and Youth Services, Services to Adults and Estate Administration. These are in turn supported by three corporate divisions: Finance, Administration and Systems, Planning, Policy and Communications and Legal Services. The Executive Office provides overall direction and coordination. The PGT organizational chart follows the description of the program areas and divisions.

1. Child and Youth Services

The PGT protects the legal and financial interests of minors and acts for children in the roles of Trustee, Guardian of Estate and Litigation Guardian. The Child and Youth Division works on behalf of, and directly with children, as well as their parents or guardians, to ensure that their legal and financial interests are protected and well-managed.

Trust monies are received by the PGT on behalf of children under a will, trust agreement, court order or by legislation. Most frequently, trust monies are received as a result of compensation for injuries arising from motor vehicle accidents. Funds are typically held in trust until the child reaches the age of majority but can be disbursed earlier for purposes benefiting the child.

As Guardian of Estate, the PGT protects the legal and property rights of children and youth in continuing care of the province by pursuing legal claims on their behalf and by securing and managing their financial assets.

As Litigation Guardian the PGT protects the legal interests of children in actions in which children are plaintiffs or defendants and have no other suitable litigation guardian available.

2. Services to Adults

The PGT protects the legal rights and personal and financial interests of adults who are unable to manage their affairs independently.

The PGT acts as Committee of Estate under the *Patients Property Act*, with responsibility for the legal and financial management of the client's affairs. The PGT also acts as Committee of Person, Power of Attorney, Representative, Litigation Guardian, Pension Trustee and temporary substitute decision-maker for health care. For adult clients, the PGT acts on a last resort basis when other appropriate substitute decision-makers are not available.

In its investigative role, the PGT investigates reports of financial abuse of adults who may be incapable and consults with community and family members on abuse and neglect issues. It also monitors the activities of individual private committees appointed by the court to manage the affairs of adults who are unable to make their own financial, legal and/or personal and health care decisions.

3. Estate Administration

In the role of Official Administrator for British Columbia, the PGT administers many of the estates of persons who have died with no one willing and able to administer their estates or where the heirs are unknown. In addition, the PGT administers estates where the heir is an adult client of the PGT or a minor for whom the PGT is Guardian of Estate.

The Estate Administration Division manages the administration of estates where the PGT has been appointed executor under a will and, in certain circumstances, it will represent an estate in a legal proceeding. In addition, the Estate Administration Division carries out the duties of a trustee when the PGT has been appointed under a trust established by living persons.

Legislative changes in 2003/04 removed the requirement for the PGT to formally administer all estates of deceased persons where there is no one else able to do so. As a result, the PGT no longer handles estates where there is no benefit to the heirs and beneficiaries or to the public from formal administration. Because of this change, the PGT has begun refocusing services, improving service turnaround and better responding to the public's demand for increased availability of executor or administrator services.

4. Finance, Administration and Systems

The Finance, Administration and Systems (FAS) Division provides both corporate services and client support services for the three operating divisions. Corporate services include budget planning and corporate accounting, managing the PGT's information technology system, and operating the mailroom and warehouse facility. Client services support is provided through such activities as paying clients' bills, assisting with client investment plans and investigating and securing physical assets on behalf of clients.

Over the next three years, FAS Division will complete the current phase of redesigning and enhancing the PGT's overall trust accounting and related information technology programs and systems. This multi-year project is aimed at placing the PGT's information systems on a secure technological footing well into the future.

5. Planning, Policy and Communications

Planning, Policy and Communications oversees the development and distribution of operational policies and procedures, coordinates corporate planning activities and carries out public education and communications functions. In addition, the Division supports initiatives related to adult guardianship implementation.

It is anticipated that the Planning, Policy and Communications Division will be eliminated at the beginning of 2004/05 and its staff functions incorporated into the Executive Office.

6. Legal Services

Legal Services provides legal advice to the PGT when acting on behalf of clients in a representative capacity. Lawyers also carry out the PGT's responsibility under various statutes to protect children and adults under legal disability through involvement in certain types of legal proceedings. This includes reviewing applications for private committee appointments and reviewing settlements of minors' claims for unliquidated damages.

7. Executive Office

The Executive Office provides overall leadership and carries out non-delegated statutory duties. In addition, the Executive Office is responsible for Freedom of Information and Privacy matters, Ombudsman inquiries and represents the office as a member of the National Association of Public Trustees and Guardians.

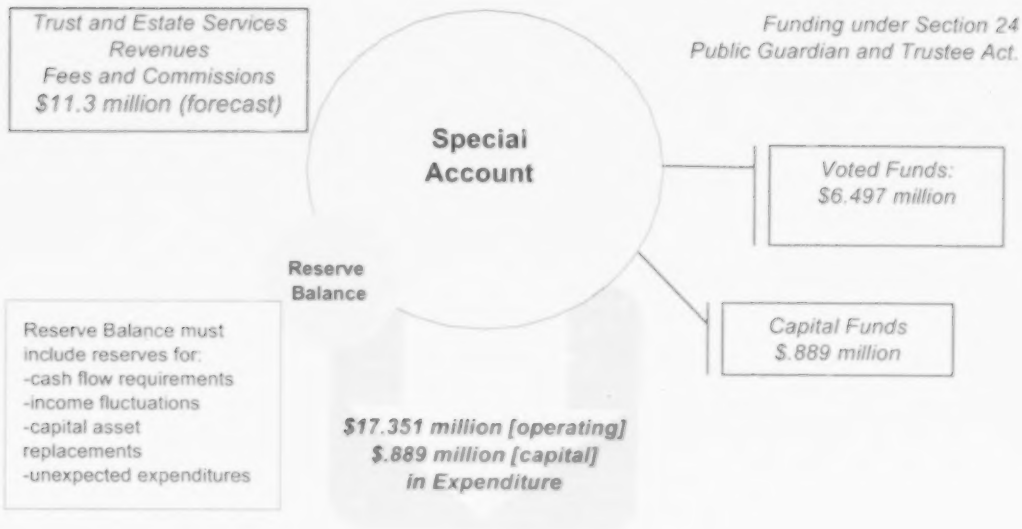
PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA
ORGANIZATIONAL CHART

** as at December 1, 2003*

E. FUNDING STRUCTURE

The chart that follows shows the various funding sources of the PGT.

Financing Formula for 2003- 2004



1. Public Guardian and Trustee Fees Regulation

With minor variations the fees and commissions charged by the PGT during 2003/2004 are based on the following percentages:

- Income Commission
  - 5% of income received
- Capital Commission
  - 5% of the value of assets/cash
  - 7% in estate administration (subject to a minimum commission of $3,500)
- Asset Management Fee
  - 0.4 of 1% per annum on the gross value of all assets, computed monthly. This is charged on those assets for which a value can be reliably determined, e.g., cash, bonds, term deposits, debentures, real properties, segregated investment accounts, equities, investment fund units, and RRSPs.

In addition, the PGT charges certain hourly and fixed cost service fees. All PGT fees and commissions have been approved by the Lieutenant Governor-in-Council and are set out in the *Public Guardian and Trustee Fees Regulation (B.C.* Reg. 312/2000, as amended).

III. GOALS, OBJECTIVES AND PERFORMANCE MEASURES

The goals, objectives and performance measures for the 2004 – 2007 SDP are briefly discussed below along with an outline of the assumptions and risks that accompany their achievement. A more detailed description of each objective and its related performance measures for each of the three years of the plan is set out in the table that follows this discussion.

A. GOALS

The six goals set out in this plan were adopted on an organization-wide basis beginning in 2002/03. These six goals are:

1. Property and financial interests of PGT clients will be well managed.
2. Personal interests of PGT clients will be protected.
3. Statutory protective and monitoring services will be delivered in an appropriate, timely and high quality manner.
4. The PGT will contribute to public awareness, policy issues and law reform initiatives to promote the interests of our clients.
5. The PGT will improve its ability to deliver effective and efficient services to clients.
6. The PGT will maintain a work environment that attracts, develops and empowers staff to deliver quality service.

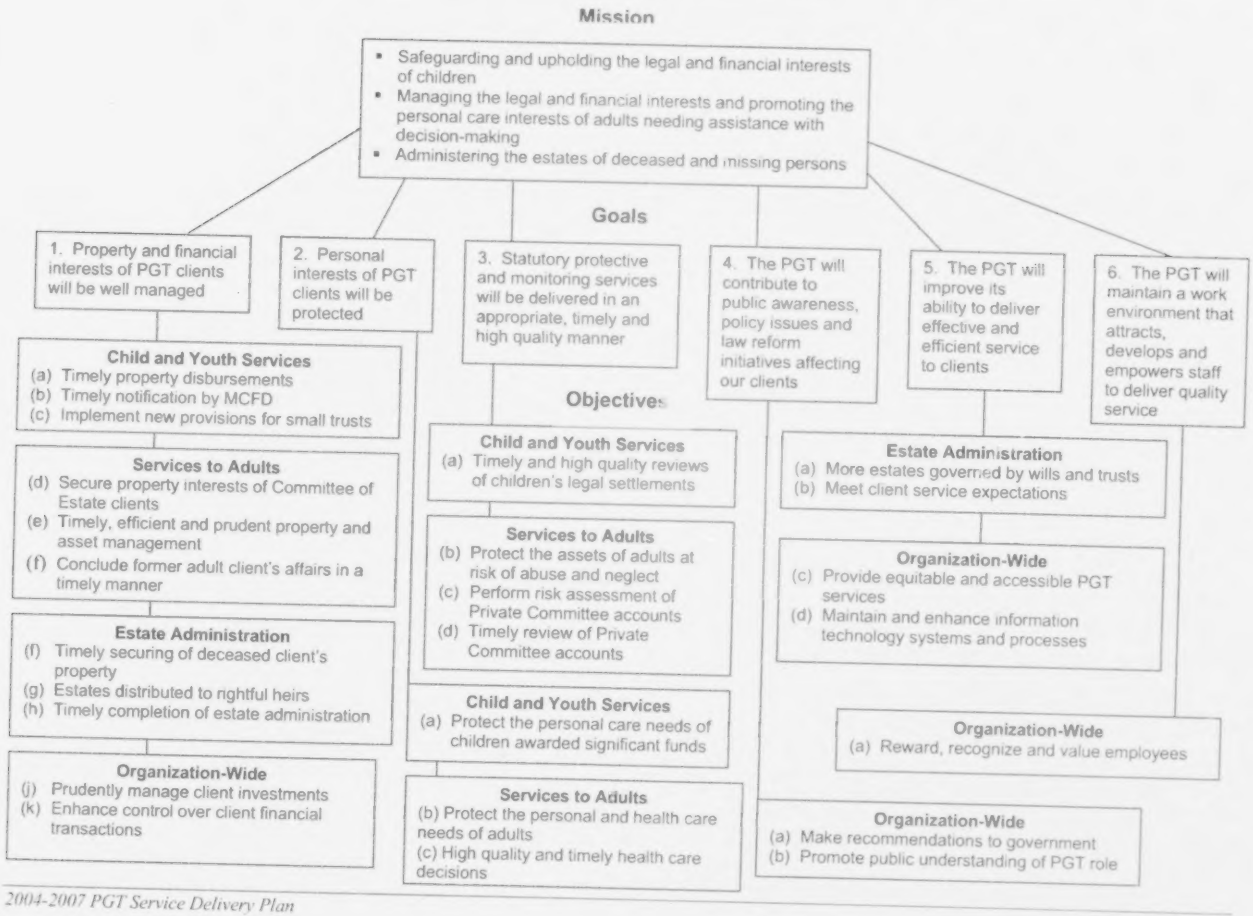
B. OBJECTIVES

The objectives set out in the service delivery plan are linked to the goals. Some objectives are specific to one of the three program areas, and some cover the organization as a whole.

Many of the objectives are related to the timeliness of when services are provided. The PGT is continuing to address and make progress in three client service areas where backlogs, while diminishing, still remain – Private Committee Services, Estate Liaison, and Estate Administration

With a few exceptions and some minor wording improvements, the objectives are the same as in the 2003 – 2006 SDP. The exceptions are: two objectives dealing with children's trusts under Goal 2 have been combined into one; the language of an objective dealing with the PGT's role as Committee of Person (also under Goal 2) has been revised; and two new objectives related to the administration of estates and trusts have been added under Goal 5. Two time-limited objectives from the 2003 – 2006 plan expired in 2003/04 and do not appear in the current plan. The one page chart on the next page summarizes all the objectives by goal and program area.

PGT SERVICE DELIVERY PLAN 2004 – 2007


Mission
Safeguarding and upholding the legal and financial interests of children
Managing the legal and financial interests and promoting the personal care interests of adults needing assistance with decision-making
Administering the estates of deceased and missing persons
Goals
1. Property and financial interests of PGT clients will be well managed
2. Personal interests of PGT clients will be protected
3. Statutory protective and monitoring services will be delivered in an appropriate, timely and high quality manner
4. The PGT will contribute to public awareness, policy issues and law reform initiatives affecting our clients
5. The PGT will improve its ability to deliver effective and efficient service to clients
6. The PGT will maintain a work environment that attracts, develops and empowers staff to deliver quality service
Objectives
Child and Youth Services
(a) Timely property disbursements
(b) Timely notification by MCFD
(c) Implement new provisions for small trusts
Services to Adults
(d) Secure property interests of Committee of Estate clients
(e) Timely, efficient and prudent property and asset management
(f) Conclude former adult client's affairs in a timely manner
Estate Administration
(f) Timely securing of deceased client's property
(g) Estates distributed to rightful heirs
(h) Timely completion of estate administration
Organization-Wide
(j) Prudently manage client investments
(k) Enhance control over client financial transactions
Child and Youth Services
(a) Timely and high quality reviews of children's legal settlements
Services to Adults
(b) Protect the assets of adults at risk of abuse and neglect
(c) Perform risk assessment of Private Committee accounts
(d) Timely review of Private Committee accounts
Child and Youth Services
(a) Protect the personal care needs of children awarded significant funds
Services to Adults
(b) Protect the personal and health care needs of adults
(c) High quality and timely health care decisions
Estate Administration
(a) More estates governed by wills and trusts
(b) Meet client service expectations
Organization-Wide
(c) Provide equitable and accessible PGT services
(d) Maintain and enhance information technology systems and processes
Organization-Wide
(a) Reward, recognize and value employees
Organization-Wide
(a) Make recommendations to government
(b) Promote public understanding of PGT role

C. PERFORMANCE MEASURES

Section 22 of the *Public Guardian and Trustee Act* requires the PGT to include both "performance targets" and "other measures" in the SDP. (Note that for convenience, the PGT uses the term "performance measures" to describe both types of measures.) The PGT is also instructed by statute to develop measures in respect of "each" program area. As a consequence, the PGT has 35 separate measures in its plan. The majority are measures that deal with the various critical aspects of PGT performance on a year-over-year basis. There are some, however, that represent milestones in the achievement of a specific objective dealing with a major development or change in some aspect of the PGT's service delivery.

1. Reliability of Data

The PGT continues to improve the reliability of the information used to measure performance. Comments by the Auditor General in the 2002/03 Annual Report of the PGT confirm the accuracy of results reported for that year. The Auditor General's recommendations related to enhancing the description of systems and procedures used in the creation of performance information are being implemented.

Over the course of this SDP, improvements to the PGT's information technology systems will enable more reports to be produced using computer programs. While eliminating manually produced reports does not necessarily enhance reliability, some increase in accuracy as well as efficiency is anticipated.

2. Comparability

The PGT is a unique organization without private sector comparators. Comparisons with public guardians and public trustees in other jurisdictions are difficult because of the variations in services and service delivery mechanisms and because very little in the way of performance reporting takes place in other jurisdictions. The PGT is working through the National Association of Public Guardians and Trustees to establish some service benchmarks, but progress will be gradual and widespread adaptation of measures that are not even yet developed is still many years away. The one area where external benchmarks are used is in relation to the investment returns earned by the pooled investment funds established by the PGT on behalf of clients. In other areas, the PGT is largely restricted to relying on its own performance in past years for comparison purposes.

D. ASSUMPTIONS

The 2004-2007 Service Delivery Plan has been developed based on a number of assumptions. These are:

1. General:

- Demographic changes will continue to increase the demand for PGT services, particularly services to elderly adults.
- Public expectations about the nature and quality of PGT services will continue to rise.
- The PGT will be able to manage the anticipated discontinuity in key staffing positions (due to ERIP, VDP and other departures) and mitigate the impact on performance targets.

2. Financial:

- Projections related to salaries and benefits at rates established by the BCGEU and other agreements have been included for fiscal 2004/05. No provision has been made for an increase for 2005/06 or 2006/07. (A benefits percentage of 23% was used for all three years of the plan.)
- An increase of 4.5% has been projected when calculating revenues generated from income commissions for 2004/05 and 5.0% for the years 2005/06 and 2006/07.
- Estimates of revenues from fees and commissions are based on the on-going implementation of Core Services Review recommendations.
- Costs associated with services are projected at status quo levels with some allowances for increases and decreases where warranted by known changes in legislation, changes in usage, or by estimated contractual obligations.
- Due to uncertainties surrounding the possible nature and timing of other legislative and policy changes (such as proclamation of any additional parts of the *Health Care (Consent) and Care Facility (Admission) Act*, *Adult Guardianship Act*, or reform of these or other incapacity planning laws), no allowance for potential expenditure increases associated with these matters has been included.
- Voted funds are provided in accordance with amounts established by the Ministry of the Attorney General in their 3-year Service Delivery Plan.

E. RISKS

1. Key Risks

- Loss of employees in key areas could affect current service standards as well as jeopardize activities such as backlog reduction.
- Poor quality or improperly made decisions by the PGT could lead to lack of government and public confidence in the PGT.

- Financial constraints may compromise the PGT's future ability to deliver services and provide adequate staff training.
- Restructuring in other public sector organizations may increase workload demands on the PGT.
- The costs of opening and maintaining regional offices in Victoria and Kelowna may exceed projections.
- Information technology infrastructure, including trust and information management systems, may fail to meet demands for new applications and performance standards.

2. Risk Management Strategies

- Continuing development and enhancement of written policies and procedures enables better transfer of information and expertise between staff members and increases consistency in service standards.
- Career development through internal temporary assignments and implementation of a staff interchange program will provide hands-on training opportunities.
- Developing working relationships with new public sector organizations, e.g, child protection authorities, will ensure that the extent and limitations of the PGT's mandate are understood.
- Phasing in of regional service delivery will enable better monitoring of costs.
- Documenting the process of collecting data for all performance measures will simplify on-going data collection and enhance the consistency and reliability of results.
- Moving to a more stable hardware and software platform will help to revitalize the trust and information management system (COMET).

F. PERFORMANCE REPORTING

The PGT is required, by section 25 of the *Public Guardian and Trustee Act*, to prepare an annual report on the progress made towards achieving the goals and objectives set out in its SDP. This annual report is provided to the Attorney General by September 30th of each year and is thereafter tabled in the Legislative Assembly. The report must contain:

(a) audited financial statements on the stewardship of trusts and estates under administration,
(b) audited financial statements on the operations of the office of the Public Guardian and Trustee,
(c) a statement of the extent to which the office of the Public Guardian and Trustee has met the performance targets and other objectives established in the service delivery plan under section 22, and
(d) the Auditor General's report on the statement referred to in paragraph (c).

Under section 26 of the *Public Guardian and Trustee Act*, the financial statements of the Public Guardian and Trustee must be audited by the Auditor General. PGT financial statements are prepared using Canadian generally accepted accounting principles. The Public Accounts of British Columbia are prepared using generally accepted accounting principles for senior governments. Both sets of principles are valid but the difference means that there will be variances between amounts reported in the Public Accounts and those set out in the PGT statements.

For budget purposes, Public Accounts figures for the PGT are used as these are the amounts against which budgetary results are measured. These amounts also correspond to the expenditure and revenue approvals appearing in the Estimates.

G. DETAILED TABLE OF SERVICE DELIVERY PLAN 2004 – 2007

Goals	Objectives	Performance Targets and Other Measures
1. PROPERTY AND FINANCIAL INTERESTS OF PGT CLIENTS WILL BE WELL MANAGED.		
Child & Youth Services		
1.	(a) Decisions regarding disbursements from children's trusts will be made in a timely manner.	(i) Percentage of decisions regarding disbursements from children's trusts excluding real estate and maintenance completed within 15 days of the guardian or client's request (All years – 90%);
	(b) The entitlement of children in care to financial benefits and the existence of legal claims will be identified and acted upon in a timely manner.	(i) Percentage of cases where PGT is Guardian of Estate where financial entitlements and legal claims are identified and acted upon within 60 days of being notified by MCFD (2004/05 – 90%; 2005/06 – 95%; 2006/07 – 95%)
Services to Adults		
1.	(c) Property interests of Committee of Estate clients will be identified and secured	(i) Percentage of personalized case plans, covering property, effects, legal issues and living arrangements that will be developed and implemented for new clients within 6 months of PGT appointment as Committee of Estate (All years – 70%)
	(d) Clients' property and assets will be managed in a timely, efficient and prudent manner.	(i) Percentage of client receipts processed within 5 business days (All years – 85%)
		(ii) Percentage of bills processed within 15 business days (All years – 85%)
	(e) Administration of former client's affairs will be completed in a timely manner.	(i) Percentage of Estate Liaison files where more than two years has elapsed following termination of active committeeship (All years – 30%)
Estate Administration		
1.	(f) Deceased clients' property will be secured in a timely manner.	(i) Physical assets of new estates secured within 15 days of notification of death in 75% of estates, and within 25 days of notification of death in 90% of estates (all years).
	(g) Estate distributions will be made to heirs and beneficiaries rather being transferred to the B. C. Unclaimed Property Society.	(i) Percentage of estate funds distributed to heirs and beneficiaries rather than transferring to BCUPS (All years – 75%)
	(h) Estates under administration will be concluded in a timely manner.	(i) Reduction in the number estate administrations opened before April 1, 1995 (by 100 in 2004/05).
		(ii) Develop standards for providing timely service for all estates under administration by December 31, 2004.

Goals	Objectives	Performance Targets and Other Measures
Organization-Wide Services		
1.	(i) Client investments will be managed prudently	(i) Investment returns for all three pooled funds match or exceed established benchmarks in all years. (ii) Personalized investment plans developed and implemented for clients with financial assets over $50,000. (All years – 95%) (iii) Investment plans subject to review according to the assessed level of risk associated with the client investment portfolio will be completed within the year (All years – 95%).
	(j) Appropriate controls over client assets will be ensured.	(i) A review of at least one performance measure/target involving client assets to be completed as part of the annual internal audit plan
2. PERSONAL INTERESTS OF PGT CLIENTS WILL BE PROTECTED.		
Child & Youth Services		
2.	(a) The personal needs of children awarded significant funds for cost of care, or for whom on-going maintenance has been approved, will be protected.	(i) Personalized case plans will be developed and implemented within 6 months and thereafter annually reviewed for clients awarded in excess of $50,000 for cost of care, or for whom on-going maintenance has been approved. (All years – 80%)
Services to Adults		
2.	(b) The PGT will protect the personal and health care needs of clients for whom it acts as Committee of Person.	(i) Percentage of Committee of Person clients who are annually visited by PGT staff (2004/05 – 80%; 2005/06 – 80%; 2006/07 – 80%)
	(c) Health care decisions will be made in a high quality and timely manner.	(i) Percentage of minor health care decisions (excluding plans of care) made within 1 working day of all relevant information being received, and major health care decisions made within 3 working days of all relevant information being received (All years – 85%) (ii) Percentage of major health care decisions excluding plans of care made by the PGT that are not substantially changed by the Health Care and Care Facility Review Board or the Supreme Court of British Columbia (2004/05 – 95%)
3. STATUTORY PROTECTIVE AND MONITORING SERVICES WILL BE DELIVERED IN AN APPROPRIATE, TIMELY AND FAIR MANNER.		
Child & Youth Services		
3.	(a) Settlement reviews of children's legal claims will be carried out in a timely and high quality manner.	(i) Percentage of proposed settlements that are reviewed and the parties advised of the PGT position within 60 days of all relevant information being received (All years – 90%) (ii) For settlements under $5,000, the average number of days to review and advise of PGT position regarding proposed settlements once all relevant information is received (All years – 20 days) (iii) Percentage of judges tri-annually reporting satisfaction with the quality of PGT recommendations on unliquidated damage claims with proposed settlements of over $50,000. (2006/07 – 75%)

Goals	Objectives	Performance Targets and Other Measures
Services to Adults		
3.	(b) PGT will take steps to protect the assets of adults at risk for abuse, neglect and self-neglect.	(i) Percentage of cases where, on confirming that the assets of an apparently abused or neglected adult unable to seek support and assistance are at significant risk and in need of immediate protection, protective steps are taken under s.19 of the *Public Guardian and Trustee Act* within one working day (All years – 90%)
	(c) The PGT will focus monitoring services of Private Committees by performing a risk assessment of all received accounting submissions and by giving priority to high risk client situations.	(i) Percentage of financial reviews of high risk client situations initiated within 60 days of receipt (2004/05 – 75%; 2005/06 – 80%; 2006/07 – 80 %)
	(d) Private Committee reviews will be completed in a timely manner.	(i) Average age of unreviewed Private Committee accounts that have been submitted for passing. (2004/05 – 7 mos; 2005/06 – 6 mos; 2006/07 – 6 mos;).
4. THE PGT WILL CONTRIBUTE TO PUBLIC AWARENESS, POLICY ISSUES AND LAW REFORM INITIATIVES TO PROMOTE THE INTERESTS OF CLIENTS.		
Organization-Wide Services		
4.	(a) The PGT will make relevant, useful and affordable recommendations to government for law reform affecting clients	(i) A report delivered to the Attorney General by March 31, 2005 on the law reform options and associated fiscal and service implications of transferring responsibility to act as trustee for small trusts to parents and guardians of minors.
	(b) The PGT will promote an understanding of its role among stakeholders and the public.	(i) PGT role explained by PGT representatives at 50 stakeholder conferences/events and other public education forums in each of 2004/05, 2005/06 and 2006/07.
5. THE PGT WILL IMPROVE ITS ABILITY TO DELIVER EFFECTIVE AND EFFICIENT SERVICES TO CLIENTS.		
Estate Administration		
5.	(a) More PGT estate clients will have wills and have their trust needs met.	(i) Feasibility study on providing estate planning services to individuals not being served by private sector to be completed by June 30, 2005.
	(b) PGT will meet client expectations for quality services.	(i) Percentage of heirs and beneficiaries responding to survey who rated estate administration services as good or very good (2004/05 – 70%; 2005/06 – 75%; 2006/07 – 75%).
Services to Adults		
	(c) PGT services will be equitable and accessible	(i) Percentage of clients for whom the PGT manages affairs served locally (March 31, 2005 75%; March 31, 2006 75%; March 31, 2007 75%)
Organization-Wide Services		
		(ii) Plan implemented to meet the needs of clients with special communication and linguistic needs by March 31, 2005.
	(d) Mission critical information technology systems and processes will be maintained and enhanced.	(i) Trust accounting and case management information technology revitalized and enhanced by March 31, 2005.
		(ii) Long-term viability and performance of overall information technology system improved by March 31, 2007.
	(e) Client service will be delivered in accordance with established standards and policies.	(i) Plan implemented by March 31, 2005 confirming that key policies affecting clients are being observed.

Goals	Objectives	Performance Targets and Other Measures
6. THE PGT WILL MAINTAIN A WORK ENVIRONMENT THAT ATTRACTS, DEVELOPS, VALUES AND EMPOWERS STAFF TO DELIVER QUALITY		
Organization-Wide Services		
6.	(a) The PGT rewards, recognizes and values its employees and fosters an environment of continuous individual and organizational learning.	(i) Average number of training days per year per FTE. (2004/05 – 2 days; 2005/06 – 2 days; 2006/07 – 2 days;) (ii) Percentage of staff who believe that they have the necessary training to do their current work well (2004/05 – 70%; 2005/06 – 75%; 2006/07 – 80%) (iii) PGT Staff Interchange Program established by March 31, 2005

IV. REVENUES AND EXPENDITUES

A. OPERATING COST PROJECTIONS[1]

Program	2004-2005 Operating Revenue	Operating Expenditure	Net
	All amounts are quoted in thousands of dollars		
Trust and Estate Services[2]			
Services to Adults	6,553	8,299	(1,744)
Estate Administration[3]	2,634	3,317	(683)
Child and Youth Services	2,328	1,792	536
Public Services[4]			
Services to Adults			
- Assessment & Investigation	0	566	(566)
- Committee of Person	0	273	(273)
- Private Committee Services	445	1,117	(672)
- Health Care Consent	0	657	(657)
- Adult Guardianship	0	547	(547)
Child and Youth Services			
- Guardian for Children in Care	85	865	(780)
- Infant Settlement Reviews & other legal	625	1,268	(643)
- Notices	340	346	(6)
Voted Funding			6,950
Revenue in excess of expenditure			915
Projected permanent FTEs			212

Rounding differences may be present

[1] Costs of central services that cannot be directly charged to a program area are allocated as follows:
- Executive Office including Planning, Community Liaison and Communications charged as an equal percentage to each area
- Financial services including investment charged to program areas based on a percentage of transactions generated
- Administration, Human Resources and Planning and Budget services charged to program areas based on a percentage of staffing.

[2] Trust and Estate Services include Client Services and Estate Liaison in Services to Adults; Estate Administration Services and Trust Services in Child and Youth.

[3] Estate Administration includes a backlog of non-fee generating accounts transferred from County Administrators.

[4] Public Services include Adult Guardianship [Health Care Consent, Community Liaison, Community Response Networks and response to Abuse and Neglect], Assessment and Investigation and Private Committee Services in Services to Adults and guardianship to children in care infant settlements and other legal reviews in Child and Youth Services.

A. OPERATING COST PROJECTIONS (cont'd)

Program	2005-2006 Operating Revenue	2005-2006 Operating Expenditure	2005-2006 Net	2006-2007 Operating Revenue	2006-2007 Operating Expenditure	2006-2007 Net
	All amounts are quoted in thousands of dollars					
Trust and Estate Services						
Services to Adults	6,580	8,259	(1,679)	6,580	8,279	(1,699)
Estate Administration	2,444	3,318	(874)	2,444	3,321	(877)
Child and Youth Services	2,385	1,776	609	2,385	1,782	603
Public Services						
Services to Adults						
- Assessment & Investigation	0	568	(568)	0	574	(574)
- Committee of Person	0	273	(273)	0	273	(273)
- Private Committee Services	445	1,130	(685)	445	1,134	(689)
- Health Care Consent	0	658	(658)	0	660	(660)
- Adult Guardianship	0	483	(483)	0	483	(483)
Child and Youth Services						
- Guardian for Children in Care	85	858	(773)	85	861	(776)
- Infant Settlement Reviews & other legal	625	1,266	(641)	625	1,268	(643)
- Notices	340	344	(4)	340	345	(5)
Voted Funding			6,980			6,980
Revenue in excess of expenditure			951			904
Projected permanent FTEs			212			212

Rounding differences may be present

B. SPECIAL ACCOUNT SUMMARY

	Public Accounts	Delegated Budget	Service Delivery Plan		
	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007
Special Account equity beginning balance	**$9,481**	**$11,381**	**$11,450**	**$12,223**	**$12,983**
Total self-generated and voted funding	19,922	17,823	18,307	18,337	18,337
Total Operating Expenditure	17,899	17,351	17,392	17,386	17,433
Excess of revenue over expenditure	2,023	472	915	951	904
Capital expenditure	929	889	794	794	794
Adjustment for capitalization of assets	(929)				
Adjustment for working capital		(483)	(652)	(603)	(603)
	0	406	142	191	191
Special Account Equity Ending Balance prior to adjustments	**$11,504**	**$11,447**	**$12,223**	**$12,983**	**$13,695**
Spending authority committed	(123)				
Adjustment to 2003-2004 Estimates		3			
Special Account Equity Ending Balance	**$11,381**	**$11,450**	**$12,223**	**$12,983**	**$13,696**

Rounding differences may be present.

APPENDIX A – PGT VISION

The following vision builds on the PGT's on-going successes and strengths and describes the outcome of the achievements of this Service Delivery Plan by March 31, 2007.

Part One - Excellence in Client Services

Client service is the number one priority for the PGT. The following features are hallmarks of client services at the PGT:

1. Timely (Ref. Goals 1, 2, & 3)

The PGT serves clients in the most respectful, least intrusive manner, using modern business practices and up-to-date technology.

Clients, as well as their family and friends, are given timely and relevant information regarding the nature and costs of PGT services. Historic backlogs in service have been eliminated in virtually all service areas. The one remaining backlog in deceased estate administration has been substantially reduced and a plan is well underway to completely eliminate this backlog.

2. Accessible (Ref. Goal 5)

The PGT serves the people of British Columbia through client service offices on Vancouver Island, in the Okanagan, and in the Lower Mainland. Certain services continue to be delivered and supported centrally by the Lower Mainland office. The web-based "Virtual PGT Office," enables staff and the public to use technology to communicate, share information and serve clients anywhere in the province. A plan has been developed to further improve service accessibility in eastern and northern BC.

3. Meeting Diverse Client Needs (Ref. Goals 4 & 5)

The PGT is committed to serving the diverse ethno-cultural communities of BC through staff and contractors able to deliver services to clients in a language they understand. Outreach and communications activities are developed through a consultation process that supports and recognizes the wide variety of client needs.

The PGT's role is more clearly understood among First Nations and aboriginal communities. The method of delivery of PGT services in First Nations communities is under active discussion with those communities.

4. Effective and Efficient (Ref. Goal 5)

The PGT has developed useful management information tools and research capabilities to support day-to-day operational management and longer-term strategic directions.

Technology has been used to improve business practices and increase efficiency. Staff have effective tools available to carry out business transactions and communicate with clients, family members, community agencies and businesses.

Improved document management and specific aspects of public on-line capability have been implemented.

Private sector contractors continue to be used when in the interests of efficient and effective client service. Such relationships are entered into on a competitive basis to ensure clients receive the best possible service at the lowest price.

5. Respected Advocacy (Ref. Goal 4)

The PGT continues to take a position on public issues to advance clients' individual or collective interests. The positions are independently determined from any other organization and from the provincial and other governments.

The positions taken by the PGT on behalf of clients in court continue to be well respected by the judiciary, the Bar and the public. PGT staff are involved in both public and professional education in ways that will further the interests of PGT clients.

6. Delivering a Modern Mandate (Ref. Goal 4)

The statues underpinning the major roles of the PGT have been the subject of policy review and, where warranted, modernized. The PGT's operational policies implementing these modern statutes fully embody the spirit of the updated laws.

Part Two – An Open and Balanced Organization

1. Transparent and Accountable (Ref. Goal 1 and SDP as a whole)

Corporate accountability of the PGT to the public and government is ensured through reports tabled annually in the Legislative Assembly and through delivery of three-year service delivery plans subject to Attorney General approval. Annual financial audits provide assurance of the stewardship of estates and trusts held by the PGT on behalf of clients. Annual performance audits by the Auditor General provide similar assurance as to the integrity of performance reporting.

An effective quality assurance and internal audit function operates to proactively identify business processes that pose a risk to the PGT's high standards of integrity and client service. On-going performance reviews and measurement at all levels fosters a climate of continuous improvement.

2. Resourceful and Connected (Ref. Goals 2 & 4)

The PGT obtains advice on key client and social issues when required, including using established connections in the communities served. An investment advisory board provides expert advice on the investment of client assets.

The PGT recognizes the importance of effective working relationships with other organizations such as service providers in the health, social, financial and legal fields in each geographic region it serves. The PGT works with these organizations both to enhance the resources available to clients and to identify ways of improving its own services.

3. Effective Public Education (Ref. Goal 4)

The PGT actively and effectively communicates useful information to the public regarding the needs of individuals requiring assistance in the community, estate and other planning issues, and matters related to the PGT's role. The PGT communicates current performance results in an effective and forthright manner to ensure public and stakeholder awareness of current service levels.

The PGT has supported the transition of Community Response Networks (CRNs) from complete reliance on public funds to a more diversified funding model. CRNs work throughout BC to encourage local initiatives to prevent abuse, neglect and self-neglect among vulnerable adults.

4. A Fair Balance between Revenues and Expenditures (Ref. Goal 5)

Each PGT function has been costed and appropriate recoveries established. Each service is designated as client paid, publicly funded or a shared cost. Fees and charges are reviewed annually to ensure they reflect current costs and are fully transparent to clients. This ensures that costs are accurate, and do not unfairly subsidize government mandated publicly funded services.

Part Three - A Learning and Innovative Corporate Culture

1. Staff Development and Training (Ref. Goal 6)

Employees continue to be recognized as the PGT's most important resource. Delegation to front-line staff is maximized and supported by appropriate policies, technology and management review.

Orientation and training for new staff takes place in a timely manner. Training plans for existing staff are reviewed annually along with performance objectives. Staff members plan their career paths in collaboration with appropriate managers.

The PGT Staff Interchange Program has been established to provide both the PGT and its employees with opportunities to learn from other organizations. Staff members exchange jobs

for a period of 6-12 months with employees in private trust companies, investment companies, legal offices, health and community organizations, government ministries, and public guardian and trustee offices in other jurisdictions.

2. New Areas of Growth (Ref. Goal 5)

The PGT Business Development Team oversees the conceptualization, development and incubation of new service lines. These service lines are carefully analyzed to review congruence with organizational mission, justification on the basis of rigorous business case analysis and cost recovery.